



# Project Closure Procedure

## *OETI-PMP-13*

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Environmental Protection Agency  
Office of Enterprise Technology and Innovation (OETI)

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## Document Change History

Version	Date	Author	Description of Changes
1.1	February 8, 2007	Judy Lum	Added OMB Circular A-130 requirement for Post Implementation Reviews

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## 1. Introduction

This document defines the process by which the Environmental Protection Agency (EPA)'s Office of Enterprise Technology and Innovation (OETI) performs closure procedures for phases of projects and projects.

### 1.1 Purpose

This document defines the methodology, process flow, and relevant standards by which OETI project staff performs project closure activities and identifies participants and their responsibilities.

### 1.2 Background

This procedure addresses the process and guidelines for closing out a project. According to the Project Management Institute (PMI), the close project process “finalizes all activities completed across all Project Management Process Groups to formally close the project or a project phase, and transfer the completed or cancelled project as appropriate.”<sup>1</sup> A project can end for many reasons, the most common being that the stated objectives of the project have been met successfully. If a project ends before actual completion, the team should fully document the reasons as part of the closure activities.

Project closure is comprised of two areas: administrative and contract closure procedures. Administrative closure procedures include archiving documents, closing out the budget and reallocating any leftover funds, addressing human resource requirements, transitioning assets, and obtaining final approval for the project or product. For projects involving contractor support, project closure activities must include contract closure. Contract closure involves the settlement of all outstanding contractual issues and the documentation of the file. Specific guidance for performing contract closure is defined in *PMP-10 Procurement Management Procedure*.

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<sup>1</sup> Project Management Institute Project Management Body of Knowledge (PMBOK®), Third Edition, 2004, Chapter 4 – Project Integration Management, p. 100.

## 2. Approach

This section explains the approach used to develop the project closure procedure. It details the assumptions, the degree of scalability of the procedure, and the industry standards, best practices, and EPA current practices consulted in creating this procedure.

### 2.1 Assumptions

The following assumptions guide this project closure procedure:

- Archiving project artifacts and documentation should be done in accordance with *PMP-12 Document Management Procedure*.
- Developing contract closure procedures should be consistent with the guidance defined in *PMP-10 Procurement Management Procedure*.
- For system projects, Office of Environmental Information (OEI) System Life Cycle Management (SLCM) policy and procedures apply for project closure procedures.

### 2.2 Scalability

Project closure activities apply to all projects, regardless of size or the complexity rating received during project initiation and planning activities.<sup>2</sup> At a minimum, the following planning for closure activities should be performed:

- Define any internal and external requirements for closing the project. These may include:
  - Closure roles and responsibilities
  - Lessons learned
  - Project artifacts and/or deliverables
  - An approval process for project outcome/deliverables
  - Performance feedback mechanism
  - Transition of project resources
  - Disposal or transfer of physical assets if appropriate
- Determine if any other project closure activities apply, depending on the project:
  - Document a transition plan, if applicable, for a phase of the project or the entire project
  - Complete a Project Close Out Report that summarizes project activities and outcomes
- Define and perform the contract closure procedures if contractors are involved.<sup>3</sup>

The extent and level of detail of the administrative closure procedures can depend on the size, scope, and complexity of the project. For most projects, the procedures will be similar since the requirements for archiving documents, closing out the budget and reallocating any leftover funds, addressing human resource requirements, and obtaining final approval for the project or product are generally the same across projects within an organization. The project may require more extensive procedures if it is unique or must meet unique requirements, is very complex, has many phases, or requires many sign-offs and/or formal transitions.

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<sup>2</sup> See *PMP-02 Project Initiation and Planning Procedure* for details on the Procedure Scalability Guidelines in Table 4-3.

<sup>3</sup> Contract closure procedures and interface requirements are detailed in *PMP-10 Procurement Management Procedure* and in Appendix D of this document.

## 2.3 Best Practices

The OETI project management vision includes the employment of best practices from both industry and the EPA. This procedure incorporates the following best practices and existing regulations and policies:

- **EPA regulations and standards**
  - For EPA specific contract closure policies, access: <http://www.epa.gov/oam/ptod/>
  - The EPA Interim Agency System Life Cycle Management Procedures address Project Termination requirements and are available at:  
[http://intranet.epa.gov/otop/policies/Extended\\_InterimProcedures.pdf](http://intranet.epa.gov/otop/policies/Extended_InterimProcedures.pdf)
- **Federal regulations, industry standards and best practices**
  - Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK®), Third Edition, 2004, Sections 4.7 Close Project and Section 12.6 Contract Closure.

### 3. Roles and Responsibilities

Table 3-1 presents the roles and responsibilities for OETI project staff involved in project closure activities. This table lists functions or tasks that each project role performs. While each role will be assigned to an individual staff member, an individual may perform multiple roles for a project.

**Table 3-1. Project Closure Roles and Responsibilities**

Role Definition	Responsibilities
Project Manager	<ul style="list-style-type: none"> <li>Ensures that project closure procedures (which include both administrative and contract components) are consistent with the Project Management Plan</li> <li>Participates in the planning and development of project closure procedures</li> <li>Participates in review and approval of final project deliverables</li> <li>Works with Contracting Officer/Contracting Officer's Representative (CO/COR) to facilitate resolution of any contract disputes as required as part of contract closure</li> <li>Assigns responsibility for development and compilation of the administrative closure procedures</li> <li>Assigns responsibility for development of the transition plan, if applicable</li> <li>Works with COR to assign administrative and contract (if applicable) closure activities to Project Team Leads as required (phase closure, transition plan etc.)</li> <li>Prepares and submits documentation required in OEI's SLCM procedures (if a system project)</li> <li>Performs administrative closure procedures not delegated</li> <li>Assists with the identification and documentation of any administrative closure procedures specific to the project</li> <li>Assists with documentation of lessons learned and the transition plan (if applicable)</li> <li>Obtains appropriate approvals at end of phase(s) or at end of project</li> </ul>
Project Team Lead	<ul style="list-style-type: none"> <li>Participates in review and approval of final project deliverables</li> <li>Works with Project Manager to develop administrative closure procedures specific to the project</li> <li>Performs administrative closure procedures in accordance with the Project Management Plan</li> <li>Works with the Project Manager and other Project Team Leads to provide/gather input for the documentation of lessons learned and the transition plan (if applicable)</li> <li>Works with CO/COR to provide acceptance notifications for final work products or deliverables from the contractor(s)</li> <li>Assists the Project Manager in preparing and submitting documentation required in OEI SLCM procedures</li> <li>Provides input on project performance and/or contractor performance</li> </ul>
Contracting Officer (CO)/Contracting Officer Representative (COR)	<ul style="list-style-type: none"> <li>Understands federal contracting and any specific EPA standards for contract management and legal implications of contract actions such as termination for convenience or default</li> <li>Works with the Project Manager to develop any contract closure procedures specific to the project</li> <li>Works with stakeholders and contractor(s) to ensure that the final deliverables or work products are satisfactory (or approved)</li> <li>Works with all parties to perform contract closure</li> </ul>
Contracts Administrator/Contracts	<ul style="list-style-type: none"> <li>Supports contract closure actions, processing, and administration</li> </ul>

Support
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## 4. Procedure

This section presents the process flow for project closure and describes each step of the process in detail.

### 4.1 Process Flow Diagram

Figure 4-1 identifies the process for project closure, which originates with the development of the project closure procedures.

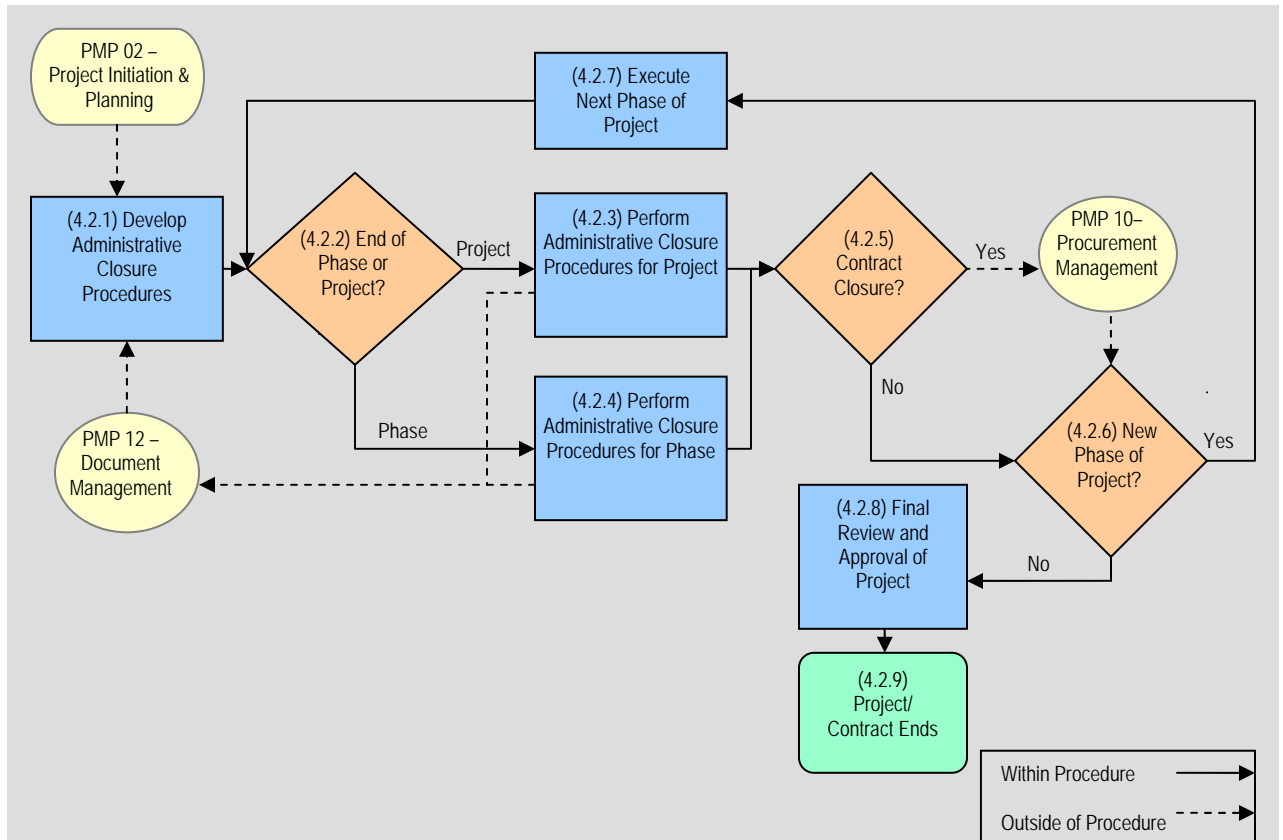


Figure 4-1. Project Closure Process Flow

## 4.2 Steps

The following sections describe the steps of the project closure process shown in Figure 4-1 and the roles involved with its execution.

### 4.2.1 Develop Administrative Closure Procedures

During the planning process, the Project Manager typically assigns overall responsibility for developing project closure procedures to a Project Team Lead. This individual develops the procedures by referencing and gathering project closure requirements and information from many sources such as published standard operating procedures and human resources. When completed, the project closure procedures become part of the Project Management Plan. Guidance for development of the Project Management Plan is provided in *PMP-02 Project Initiation and Planning Procedure*.

One component of the project closure procedures is the administrative closure procedures. The Project Manager and Project Team Leads plan for and develop administrative closure procedures within the context of EPA standards, the Project Management Plan, and the policies and procedures governing the project. The procedures should address the details (i.e., review and approvals, roles and responsibilities, documentation and archival requirements, human resource considerations, etc.) that the team must perform to close out a project phase or the whole project properly. Typically, most Project Team Leads and team members have a role in this effort to ensure that all project deliverables are complete, project artifacts are archived, and organizational requirements are addressed (e.g., performance reviews are delivered and new roles are identified for project resources). For large, multi-phase projects, the Project Manager and Project Team Lead may define closure procedures for each major phase. Examples of closure activities for a phase include approval of the deliverable(s) or phase outcome, roll-off and transition of resources specific to that phase, capture of lessons learned, and archival of phase documentation (e.g., meeting minutes, design deliverables, white papers, etc.). The Project Manager assigns responsibility for development of the procedures and incorporation into the Project Management Plan to a Project Team Lead.

A transition plan may also be required for the closure of a phase or the project if activities will be transitioned to a new team or will enter a maintenance phase. The Project Manager or Project Team Lead may identify the need for a transition plan at any point in the project life cycle based on when transition details are known. If needed, the Project Manager should document this plan or assign it to a Project Team Lead for the project tasks or phases for which it is relevant. The transition plan clearly states the timeframes and criteria for transition of activities as well as the roles and responsibilities for team members performing transition activities. Once completed and reviewed, it is included as part of the administrative closure procedures included in the Project Management Plan. A link to a sample transition plan template is found in Appendix C.

A Project Closure Report (links to sample templates are provided in Appendix C) may be useful for summarizing the results and activities of the project and the project closure procedures can include a template of the report. Finally, the administrative closure procedures should identify specific steps for archiving and storing project artifacts/deliverables according to *PMP-12 Document Management Procedure*.

If a contract is part of the project, contract closure procedures need to be included as a second component of the project closure procedures. A contractor may have some responsibility for a project that will be transitioned at phase or project end. If so, the contractor should contribute to the transition plan as part of the project deliverables. Development of contract closure procedures and relevant interface requirements are discussed in *PMP-10 Procurement Management Procedure* and in Appendix D of this document.

The Project Manager and/or Project Team Lead should ensure that closure procedures are reflected in the project schedule as directed in *PMP-03 Project Schedule and Cost Baseline Procedure* and tracked regularly as directed in *PMP-04 Statusing, Reporting, and Forecasting Procedure*.

#### **4.2.2 End of Phase or Project?**

The Project Manager determines whether the end of the phase or project is imminent and whether to begin the appropriate closure activities (those to be performed for the end of a phase or the end of the project). Although the administrative closure procedures may require similar activities for both phase and project closure (such as archival of artifacts), there may be some differences (such as final approval of the project).

#### ***4.2.3 Perform Administrative Closure Procedures for Project***

If the project is ending, the Project Manager and designated Project Team Leads work with the project stakeholders, team members, and contractors (as required) to follow the detailed procedures defined for closure of the project. In accordance with OMB Circular A-130 the project team should conduct post-implementation reviews of information systems and information resource management processes to validate estimated benefits and costs, and document effective management processes for broader use. The team should also document lessons learned from the post implementation reviews.<sup>4</sup> The project team should execute the transition plan and perform any necessary human resource activities. The Project Manager should review and approve project deliverables and ensure they are archived. If applicable, the Project Closure Report is completed. For system projects, the appropriate decision papers are prepared and submitted in accordance with OEI SLCM procedures.

Specific EPA guidance for performing the final step of contract closure in the contracts management process is defined in *PMP-10 Procurement Management Procedure*. The activities for contract closure should adhere to the actual conditions stated in the contract and the Project Management Plan. The project team should consider using a checklist for these activities to ensure that none of the required processes are missed. A general checklist is included in Appendix B.

#### ***4.2.4 Perform Administrative Closure Procedures for Phase***

If a phase of the project is ending, the Project Manager and designated Project Team Leads work with the team members and contractors (as required) to follow the procedures defined for closure of a phase of the project. The team may document lessons learned at this point as well. The extent of the phase closure activities can vary based on the size and complexity of the project. Small projects may have no phase closures while very large projects with multiple phases may perform most of the administrative closure procedures at the end of every phase. In addition, execution of a transition plan for a specific phase can sometimes apply, depending on the nature of the project. The Project Manager should review and approve all project deliverables for the phase and ensure they are archived. For system projects, the Project Manager is required to obtain approval for moving between key phases of the project's system life cycle by submitting decision papers at these key milestones as defined in OEI's SLCM procedures. The project team can develop a checklist for phase closure activities if applicable for the project. The general checklist in Appendix B includes closure activities for a phase.

#### ***4.2.5 Contract Closure?***

If the project team has procured a contractor's services to meet project objectives and the contract is ending as part of the project or phase closure, contract close out procedures are also required at this point in the process. The specific activities required to close the contract are addressed in *PMP-10 Procurement Management Procedure*. The Project Manager or assigned Project Team Lead works with the CO/COR to ensure that all contractual requirements are met by the contractor and that the appropriate procedures are performed to close out the contract successfully. Part of these procedures may include review of performance measures, deliverables, or other metrics to determine if the contractor met all contractual requirements. If the project or phase has ended due to convenience or default, separate procedures may be required per the contract and federal regulations. The Project Manager should coordinate closely with the CO/COR in these instances.

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<sup>4</sup> OMB Circular A-130, Revised Management of Federal Information Resources, p 14.

#### ***4.2.6 New Phase of Project?***

If there is a subsequent phase of the project remaining, the team completes closure procedures for the concluding phase and begins activities to prepare for initiation of the next phase.

#### ***4.2.7 Execute Next Phase of Project***

The team executes each phase of the project until it is completed or terminated. When the project reaches the end of a particular phase or the project, the team initiates closure procedures.

#### ***4.2.8 Final Review and Approval of Project***

The major stakeholders work with the Project Manager to perform a review of the final product(s) and determine whether the project has satisfied its stated objectives. Formal acceptance of the final product is part of this step and should be documented. The Project Manager should refer to the Office of the Chief Financial Officer (OCFO) Office of Program Management (OPM) for appropriate final project approval routing. For system projects, the Project Manager obtains the appropriate approvals required by OEI's SLCM procedures.

#### ***4.2.9 Project/Contract Ends***

The project formally ends. There may be a formal transfer of the end product or other deliverables to the customers, stakeholders, or another team.

## 5. Considerations

The following provides a list of general best practices that should be considered when conducting project closure activities:

- Lessons learned are an important output of the closure process and all team members should participate in the development of the lessons learned for the phase or project
  - If contractors are involved with the project, they should also contribute to lessons learned
  - The results should be archived and made available to future project teams for review
- Formal acceptance of the final product should include an actual sign-off by the project sponsor and/or stakeholders that the results of the project meet the stated requirements.

## Appendix A Acronyms

Abbreviation	Description
CO	Contracting Officer
COR	Contracting Officer Representative
DO	Delivery Order
EPA	Environmental Protection Agency
OCFO	Office of the Chief Financial Officer
OEI	Office of Environmental Information
OETI	Office of Enterprise Technology and Innovation
OPM	Office of Program Management
PMBOK	Project Management Body of Knowledge
PMI	Program Management Institute
QA	Quality Assurance
SLCM	System Life Cycle Management
TO	Task Order
WA	Work Authorization

## Appendix B Checklist for Project Closure

The following provides a checklist for the key activities associated with each step of this project closure procedure.

Activities	Responsible Parties
<b>4.2.1 Develop Administrative Closure Procedures</b>	
<input type="checkbox"/> External and internal project closure requirements are identified <input type="checkbox"/> Project closure planning is conducted to address the following (as applicable): <ul style="list-style-type: none"> <li><input type="checkbox"/> Roles and responsibilities of project resources</li> <li><input type="checkbox"/> Final project approvals, sign-offs</li> <li><input type="checkbox"/> Archival of project artifacts and deliverables</li> <li><input type="checkbox"/> Lessons learned</li> <li><input type="checkbox"/> End of phase requirements</li> <li><input type="checkbox"/> Human resources requirements</li> <li><input type="checkbox"/> Transition plan requirements</li> <li><input type="checkbox"/> Project Close Out Report requirements</li> <li><input type="checkbox"/> Physical asset disposal or transfer</li> </ul> <input type="checkbox"/> Administrative closure procedures are documented, including a transition plan if required <input type="checkbox"/> Administrative closure procedures are made consistent with the scope defined in the Project Management Plan <input type="checkbox"/> Appropriate closure activities are reflected in the project schedule	Project Manager/Project Team Leads
<input type="checkbox"/> Contract closure requirements are identified, if applicable	Project Manager/Project Team Leads/CO/COR
<input type="checkbox"/> Responsibility for developing administrative closure procedures are assigned <input type="checkbox"/> Administrative closure procedures are reviewed and approved	Project Manager
<b>4.2.2 End of a Phase or Project?</b>	
<input type="checkbox"/> Determination is made whether the end of a phase or end of the project is imminent	Project Manager/Project Team Leads
<b>4.2.3 Perform Administrative Closure Procedures for Project</b>	
<input type="checkbox"/> Lessons learned are documented <input type="checkbox"/> Feedback from team members is solicited for incorporation into the Project Closure Report (if applicable) <input type="checkbox"/> For system projects, required OEI SLCM decision papers are prepared and submitted <input type="checkbox"/> Human Resource requirements are addressed. Possible items include post-closure project staffing activities for all project resources and delivery of performance feedback <input type="checkbox"/> Project artifacts and deliverables are archived <input type="checkbox"/> Formal transition of product or project occurred (if applicable)	Project Manager/Project Team Leads

Activities	Responsible Parties
<input type="checkbox"/> The project assets (workspace, computers etc..) are transferred as applicable	
<b>4.2.4 Perform Administrative Closure Procedures for Phase</b>	
<input type="checkbox"/> Lessons learned are documented <input type="checkbox"/> Human Resource requirements are addressed. Possible items include post-closure project staffing activities for phase project resources and delivery of performance feedback <input type="checkbox"/> Project artifacts and deliverables are archived <input type="checkbox"/> Formal transition of product or project phase occurred (if applicable) <input type="checkbox"/> As applicable, approval is obtained to move to next phase of project. For system projects, required OEI SLCM decision papers are prepared, submitted and approved	Project Manager/Project Team Leads
<b>4.2.5 Contract Closure?</b>	
<input type="checkbox"/> A determination is made whether contract closure is needed as part of the end of the phase or the end of the project	Project Manager/Project Team Leads/CO/COR
<input type="checkbox"/> If applicable, contract closure procedures are executed per the requirements defined in the contract, task order, procedures etc., for either the end of the phase or the end of the project ( <i>see the checklist in Appendix B, PMP-10 Procurement Management Procedure</i> )	Project Manager/Project Team Leads/CO/COR
<b>4.2.7 Execute Next Phase of Project</b>	
<input type="checkbox"/> If applicable, a new project phase is initiated	Project Manager/Project Team Leads
<b>4.2.8 Final Review and Approval of Project</b>	
<input type="checkbox"/> Project is reviewed and formally approved.	Project Manager
<b>4.2.9 Project/Contract Ends</b>	
<input type="checkbox"/> All project closure activities are completed	Project Manager



## Appendix C Additional Resources

The links below provide additional background, guidance and examples for the development of project closure procedures for the project:

	Form/ Guidance	Source	Website
1.	Guidance on Project Closure Steps	Washington State Department of Information Services  University of Washington	<a href="http://isb.wa.gov/tools/pmframework/projectclosure/postimplementation.aspx">http://isb.wa.gov/tools/pmframework/projectclosure/postimplementation.aspx</a>  <a href="http://www.washington.edu/computing/pm/end/closeout.html">http://www.washington.edu/computing/pm/end/closeout.html</a>
2.	Sample Project Closure Templates	Washington State Department of Information Services  Chicago State University  University of Edinburgh	<a href="http://isb.wa.gov/tools/pmframework/projectclosure/postimplementation.aspx">http://isb.wa.gov/tools/pmframework/projectclosure/postimplementation.aspx</a>  <a href="http://www.csu.edu.au/division/dit/psc/PLframework/Closure/Project_Closure_Checklist_v1.doc">http://www.csu.edu.au/division/dit/psc/PLframework/Closure/Project_Closure_Checklist_v1.doc</a>  <a href="http://www.projects.ed.ac.uk/areas/finance/general/FIN033-SciQuest-RO/FIN033_project_closure.htm">http://www.projects.ed.ac.uk/areas/finance/general/FIN033-SciQuest-RO/FIN033_project_closure.htm</a>
3.	Sample Project Closure Checklist	University of South Australia	<a href="http://www.unisa.edu.au/ISTS/GovernancelnIT/ProjectManagement/Procedures/Project%20Closure%20Procedure.asp">http://www.unisa.edu.au/ISTS/GovernancelnIT/ProjectManagement/Procedures/Project%20Closure%20Procedure.asp</a>
4.	Sample Project Closure Report and Template	Programme and Project Management Site  George Mason University	<a href="http://www.dfes.gov.uk/ppm/index.cfm?fuseaction=content.view&amp;CategoryID=4&amp;ContentID=48&amp;SiteID=2">http://www.dfes.gov.uk/ppm/index.cfm?fuseaction=content.view&amp;CategoryID=4&amp;ContentID=48&amp;SiteID=2</a>  <a href="http://itu.gmu.edu/projectoffice/templates.html">http://itu.gmu.edu/projectoffice/templates.html</a>
5.	Sample Transition Plan Template	State of New York (Project Planning Handbook)	<a href="http://www.off.state.ny.us/pmmp/guidebook2/Planning.pdf">http://www.off.state.ny.us/pmmp/guidebook2/Planning.pdf</a>

## Appendix D Project Closure Interface Requirements

The purpose of this appendix is to provide general guidelines for collecting the appropriate information from contractors to ensure proper and efficient closure of the project and contract. Frequently, data are needed from the contractor to ensure that the contractor has met contract and project objectives in order to close out the contract. Specific project end data, reporting, and interface requirements should be well defined early in the process in order to ensure that they are fully delineated in the awarded contract, Work Authorizations (WAs), Delivery Orders (DOs), and/or Task Orders (TOs). More information is provided in *PMP-10 Procurement Management Procedure*.

The following series of questions help determine the data, reporting, and interface requirements that may be required to close a contract. Requirements may vary significantly depending on the scope, complexity, size, and duration of the project and type of contracts awarded. Overall the questions are designed to help refine what kind of information will be needed to ensure effective closure of the project and the correlating responsibilities of the contractor.

- Will the contractor be required to provide project closure documentation?
- Will the contractor be required to formally turn over project artifacts and/or project deliverables?
- Will the contractor be required to provide schedule estimates for project closure activities?
- Will the contractor be required to write any closure procedures such as a transition plan or Project Closure Report?
- Will the contractor be required to document lessons learned?
- Does the contract contain end-of-project evaluation criteria?
- Will a formal sign-off of deliverables be required by the government?
- Are performance measures linked to project outcomes?
- Are payment terms linked to sign-off or contractor performance?
- Is the contractor required to turn over any physical assets at project-end?